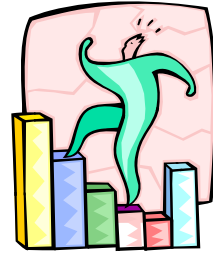


# 10 Principles for Highly Effective Board Members



1. Protection of the public shall be the highest priority for DCA board members in exercising their board's licensing, regulatory, and disciplinary functions. Whenever the protection of the public is inconsistent with other interests sought to be promoted, the protection of the public shall be paramount.
2. You are responsible for developing and setting policy and procedures as a State licensing and law enforcement agency.
3. Consumers expect that licensees will be qualified to perform at an entry level of competence. They expect a fair method of settling disputes that may arise between a licensed practitioner or business and a consumer.
4. A person who wishes to earn a living in an occupation should not be kept out unreasonably. That person should have easy access to all information about entering the profession, including testing and/or transferring a license to or from another state.
5. Board actions often affect competition within an industry. Public authority should enhance competition whenever possible, and avoid favoring one industry segment over others. Licensees have a right to expect good administrative practices and the elimination of unnecessary and burdensome requirements.
6. You have a responsibility to other board members to listen to them and to consider their views and contributions, to help determine good policy and helpful procedures, to contribute to fair determination of problems, and to help the board operate most effectively and efficiently.
7. An effective board member:
  - is able to work with a group to make decisions
  - understands and follows democratic processes
  - is willing to devote time and effort to the work of the board

- works to find alternative solutions to problems whenever necessary
  - has good communication skills
  - recognizes that the goal of the board is the service and protection of the public
  - is aware that authority is granted by the law to the board as a whole, not to any member individually, and can only be used by vote of the majority of board members
  - avoids becoming involved in the daily functions of staff
  - delays making judgments until adequate evidence is in and has been fully discussed
  - doesn't let personal feelings toward others affect decisions
8. Public members are not expected to be, indeed are not supposed to be, technically expert or experienced in the licensed occupation. They provide a unique public perspective on licensing and enforcement.
9. An effective board member does not disclose details of board activity unless and until they become part of the public record. The investigation procedure, which includes informal hearings or conferences, may not be part of the public record. Any disclosure of such information should be made only after consultation with legal counsel.
10. Effective board members remember that they are seen as representatives of the board and the Department when they appear at industry or professional gatherings and must not appear to speak for the board or the Department unless specifically authorized by the board or the Department to do so.